

Appendix E

Staffing Analysis and Workforce Plan

I. Overview

The Executive Council of Physical Therapy and Occupational Therapy Examiners (Executive Council or ECPTOTE) is an independent state health regulatory agency, operating under the authority of its enabling legislation, Article 4512e-1, V.T.C.S. The 73rd Legislature, Regular Session, created the Executive Council in 1993 to administer and enforce the Physical Therapy Practice Act and the Occupational Therapy Practice Act. This legislation merged the *administrative functions* of the Texas Board of Physical Therapy Examiners and the Texas Advisory Board of Occupational Therapy under the Executive Council, while keeping the rule and decision-making authority of the two boards intact.

The Executive Council staff employees directly support or carry out the functions of one or both boards. The Executive Council staff is organized into three functional areas - administrative support, licensing, and investigations. The administrative staff supports the activities of the board members and other two staff groups in financial administration, information services, personnel administration, and general administration. The licensing staff responds to the unique needs of the physical therapy and occupational therapy licensee population they support. They are responsible for ensuring quality services for the consumers of Texas by licensing only qualified physical and occupational therapists and correctly registering the facilities in which they work. While the process of issuing licenses is the predominate activity, approximately 40% of staff time is spent responding to inquiries about the professions through different communications means available in the agency. The two-person investigation staff receives and investigates all complaints against the boards' licensees and works closely with the investigation committees of the two boards. Their responsibilities have grown to the point where the agency may either have to remove some assigned tasks or add personnel.

The ECPTOTE has had 18 full time positions authorized to perform the functions of the agency since it became operational in 1993, and has always received sufficient funding from the legislature to be fully staffed. It is anticipated that, barring any unforeseen requirements, 18 positions will be adequate to successfully accomplish the agency mission in the near future due to leveraging technology.

The agency will undergo a Sunset Review in 2011, the first since 1993, and the outcome of that review and its impact on workforce planning, is unknown.

A. Agency Mission

The mission of the Executive Council of Physical Therapy and Occupational Therapy Examiners is to protect the health, safety, and welfare of the people of Texas through the regulation and enforcement of the practice of physical therapy and of occupational

therapy. All funding for support of the Executive Council comes from fees paid by the licensees.

B. Strategic Goals and Objectives

The ECPTOTE has two main goals.

Goal 1	<i>To license Physical and Occupational Therapists and Register Facilities</i>
Objective	• Ensure license and registration standards for PTs, OTs, and facilities
Strategies	Issue and renew licenses and register facilities
	TexasOnLine. Estimated and Non-transferable
Goal 2	<i>To promote compliance and enforce PT and OT Practice Acts and rules</i>
Objective	• Enforce and adjudicate PT and OT Practice Acts
Strategy	• Enforce the Physical Therapy and Occupational Therapy Practice Acts

C. Anticipated Changes in Strategies

The Executive Council anticipates three changes that will have an impact on the agency's business processes and indirectly on its workforce. These changes are technology driven which will require a need for employees, especially the administrative support staff, to be trained in areas with which they are now unfamiliar.

Business Trends:

- The supported population, i.e., number of licensees and facilities registered, will continue to annually show a steady, albeit moderate, increase.
- The agency has a relatively new licensee database that is still sufficient to its needs, but it will eventually become obsolete, requiring replacement.
- The steady increase in the number of paper files and documents is driving the agency to a paperless, imaging system of file storage.

The Executive Council is focusing on workforce planning issues that will address the most critical areas in the agency. They include a greater emphasis on training of employees in technology-related skills, and an effort to hire and retain highly skilled (and motivated) personnel.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

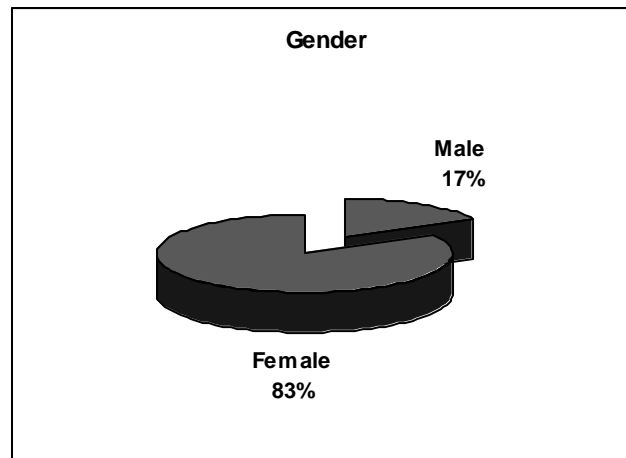
Although the agency has many strong, qualified employees, there are several critical skills that are important to the agency's ability to operate. Without these skills, the Executive Council could not perform basic business functions or support the two licensing boards. The skills are listed below:

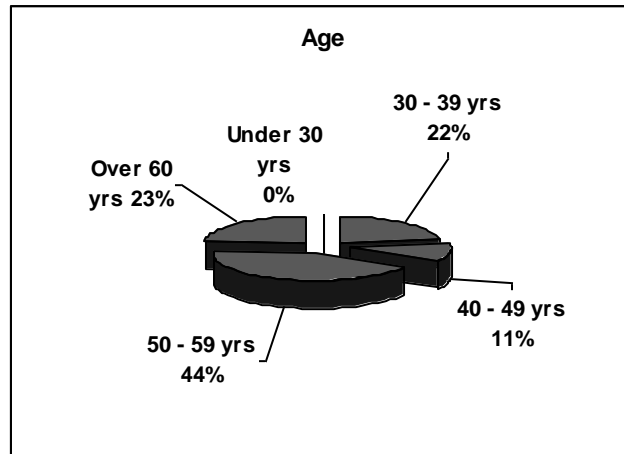
- Conducting Investigations
- Interpreting Rules/Regulations
- Effective Communications
- Customer Service
- Project Management
- Licensing Functions

B. Workforce Demographics

The following charts profile the agency's workforce as of June 1, 2010. The Executive Council's workforce is comprised of 3 males and 15 females. 78 percent of the employees are greater than 40 years old, indicating a mature workforce. Only 17 percent of agency employees have less than five years agency service, and most employees also have prior service at other state agencies. The average state service for agency employees is almost 16 years. This statistic is expected to increase in the short term (5-10 years).

Workforce Breakouts





The following table compares the percentage of African American, Hispanic and Female ECPTOTE employees (as of June 1, 2010) to the statewide civilian workforce as reported by the Texas Commission on Human Rights. The Executive Council generally is comparable to or better than the statewide workforce statistics, considering the small population size of the agency.

There are two categories of under-represented classes that the agency will address when able. These particular cases are in the Hispanic and the Black category, in which there are no Blacks or Hispanics among the 2 professional positions in the agency.

Overall				
	Current #	Current %	Goal #	Goal %
African-American	3	17%	3	17%
Hispanic-American	6	33%	4	21%
Caucasian-American	9	50%	11	62%
Other	0	0%		
Female	15	83%	10	56%
Male	3	17%	8	44%

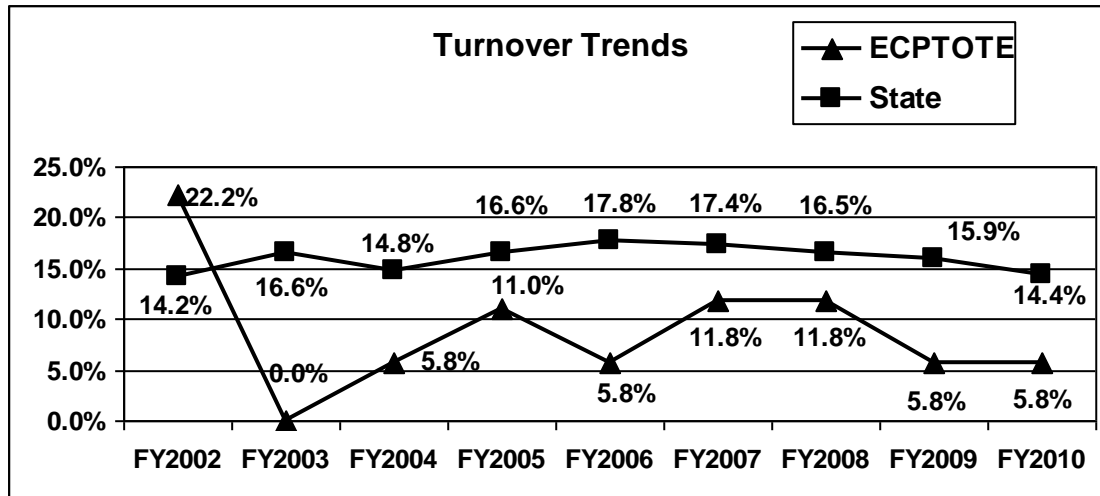
Job Category	Total Employees	Actual # of Blacks	Actual % of Blacks	Goal # of Blacks	Goal % of Blacks
African-American					
Officials, Administration	5	1	20%	.2	5%
Professional	2	0	0%	.3	5%
Administrative Support	11	3	27%	1.6 (2)	17%
Totals	18	4	22%	2.5 (3)	17%

Job Category	Total Employees	Actual # of Hispanics	Actual % of Hispanics	Goal # of Hispanics	Goal % of Hispanics
Hispanic-American					
Officials, Administration	5	1	20%	.3	8%
Professional	2	0	0%	.3	7%
Administrative Support	11	3	45%	1.7	17%
Totals	18	6	33%	4	22%

Job Category	Total Employees	Actual # of Females	Actual % of Females	Goal # of Females	Goal % of Females
Females					
Officials, Administration	5	3	60%	1	26%
Professional	2	2	100%	2	44%
Administrative Support	11	10	91%	8.4	84%
Totals	18	15	83%	11	>43%

C. Employee Turnover

Turnover is an important issue in any organization, and the Executive Council is no exception. During the last eight years the agency has seen a gradual decrease in its turnover rate from a high of 27.8% (6 employees) in FY2001 to two in FY2008 and one each in FY2009 and FY2010 (as of June 2010). The overall average in the past six fiscal years though has been less than the State average. 22 employees have left the agency since the start of FY2000, and that is the number used for the following calculations. Of that number, one retired, six were fired for various reasons, four moved out of town with spouses (and later obtained higher paid positions), seven moved to higher paying positions in other state agencies, two left for a higher paying position in the private sector, one left to attend college, and one left for personal/business conflicts. Obviously, the lack of promotion potential in a small organization such as the ECPTOTE is the primary reason for departure. The following graph compares the average Executive Council turnover to that of the State over the last eight years.



Length of Service at Departure:

The greatest area of turnover is with employees who have less than four years of experience. 81 percent of the employees who entered the agency did not make it past four years (15 years accumulative data).

	ECPTOTE (State %)	ECPTOTE % of Workforce
Less than 2 Years	38% (41%)	17%
2 - 4 Years	43% (21%)	5%
5 - 9 Years	13% (12%)	39%
10 - 14 Years	6% (9%)	28%
15 - 19 Years	(7%)	11%

Age at Departure:

Employees in their middle age now make up the majority of the workforce, although the departure percentages are higher in the earlier years. This is indicative of an earlier pattern of departures in the agency, and employees remaining with the agency vs. early departures.

AGE	ECPTOTE	Actual ECPTOTE % of Workforce
Under 30 Years	13%	0%
30 - 39 Years	50%	22%
40 - 49 years	25%	11%
50 - 59 years		50%
60 years and over	13%	17%

D. Retirement Eligibility

The Executive Council does not anticipate retirements as a factor during the upcoming biennium. Three employees are eligible for normal retirement now, and 10 employees are vested (10 years or more of service). No employee is expected to leave the agency through retirement in the upcoming biennium. During the past 12 years, two employees have retired from the agency, both of whom were Administrative Support personnel.

III. Future Workforce Profile (Demand Analysis)

The increasing dependency on technology and the increased expectations of the public on the level of services the agency should provide have forced the ECPTOTE to constantly revise and update its business processes, with frequent injections of information technology. This is expected to continue, and will have an impact on the skill levels required of all occupational groups.

A. Critical Functions

- Increased Information Technology training

B. Expected Workforce Changes

- Increased abilities to use technology to assist in revising and streamlining work processes
- Employees increase cross-training in functional areas

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

- No overall increase expected in FTE count, BUT,
- Continued movement of FTE positions within the agency is necessary to meet changing demands

D. Future Workforce Skills Needed

For the Executive Council to keep pace with tomorrow's requirements for service, its employees will have to master to different degrees the following critical IT competencies and not continue to depend on outside contractor support without understanding what is being performed:

- Information Systems
- 3rd Level Database System Programming
- Hardware Maintenance
- Network Administration
- Web Page Development & Maintenance
- Purchase of IT equipment and user software
- Technology Strategic Planning
- Project Management

Administration employees will need to improve their skills in the following areas:

- 2nd and 3rd Level management courses, possibly at the university level
- Business Systems analysis and design

IV. Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

After analyzing the workforce situation, The Executive Council has determined that there is one gap between the agency's workforce supply and demand that must be addressed.

Current employees lack critical skills

- Leadership positions are not trained in Business Process re-engineering.
- Lack of information technology workers with strong computer skills has slowed the process of automating licensing and investigation processes, and resulted in greater dependency on outside contractor support.
- Internal candidates are having difficulty competing for higher positions at the Officials/Admin level because of limited job experience and education. These positions must be primarily hired from outside the organization.

An analysis of the Executive Council's employee skill level and expectations of which skills would become greater priorities over the next five years is below. These skills were rated on a scale from 1-4 to determine the current proficiency level and the desired proficiency levels. Areas shaded the darkest show the greatest gap for a particular skill and occupational group, the lighter shaded Gap areas indicate potential problem areas, and the non-shaded areas indicate little or no existing gaps expected.

Skill	Officials/Admin			Professional			Admin Support		
	Have	Need	Gap	Have	Need	Gap	Have	Need	Gap
Communication	3	4	1	2	3	1	2	3	1
Database & Technology Areas	2	3	1	2	3	1	2	3	1
Problem Solving	3	3	0	3	3	0	2	2	0
Computer Skills	2	3	1	2	4	2	1	3	2
Project Management	3	4	1	1	2	1	0	0	0
Business Process Re-engineering	2	4	2	1	2	1	0	0	0
Technical Expertise	3	4	1	4	4	0	2	2	0
Decision Making	3	3	0	2	3	1	2	2	0
Customer Service	3	3	0	3	3	0	4	3	0

Legend

Have = Average competency level for incumbents of targeted job categories

Need = Average competency levels needed for future employees in targeted categories

Gap = Difference in skill level between current and future competency levels

0 = No knowledge

1 = Minimal knowledge; familiarity with skill

2 = Working knowledge, proficiency in skill

3 = Professional level, mastery of skill,

4 = Acknowledged expert in skill, able to mentors and trains other employees

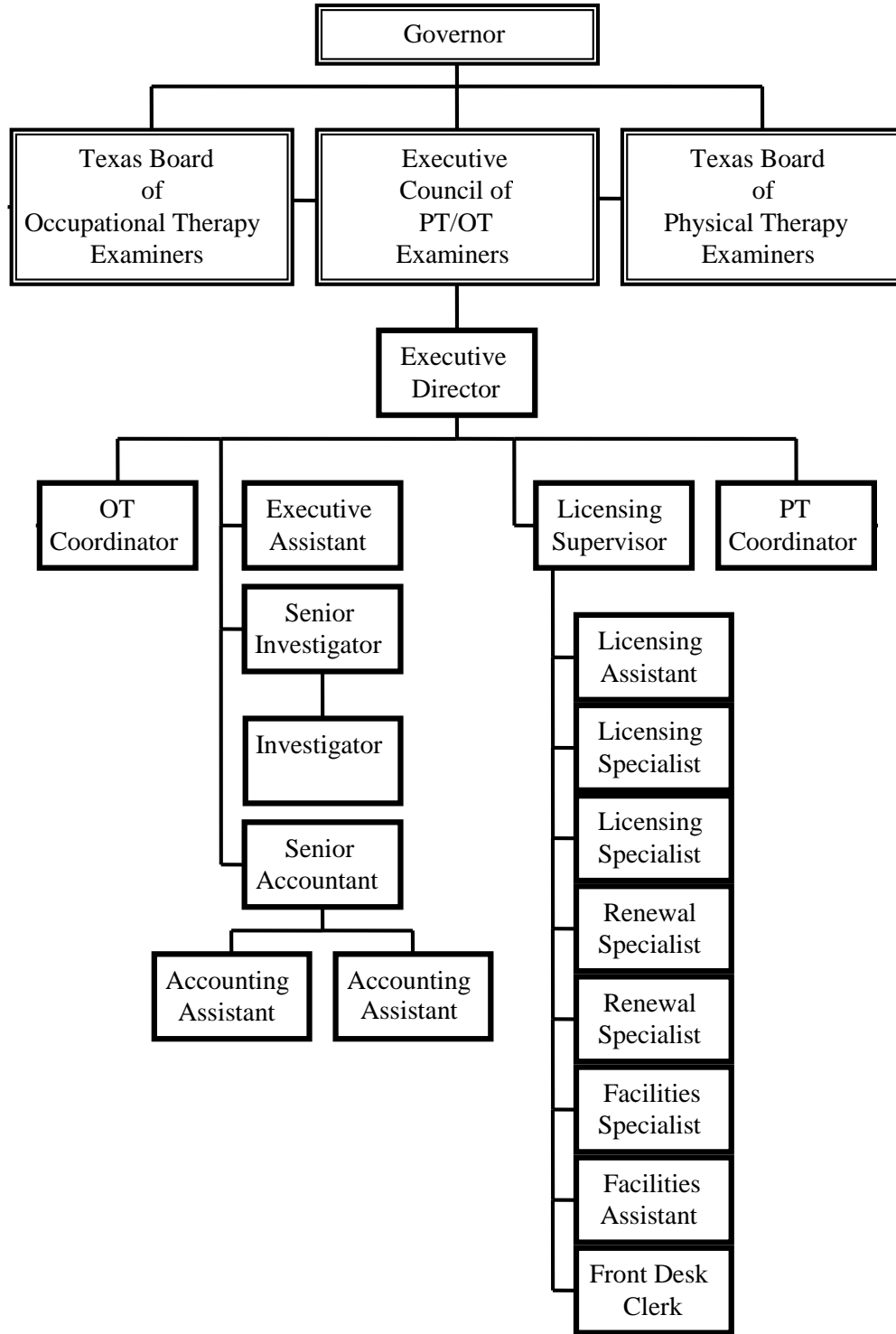
V. Strategy Development

To address the deficits between the current workforce and future requirements, the Executive Council has developed goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce. The Executive Council's future workforce requirements can be grouped into two key areas.

Gap	<ul style="list-style-type: none">• <i>Current employees lack critical skills.</i>
Goal	Develop a competent, well-trained workforce skilled in technology.
Rationale	The training and development of current employees is critical to the success of the agency. The Executive Council must analyze existing staff to determine which employees demonstrate the potential or interest to develop new competencies and assume higher level positions. In addition, the Executive Council needs to prioritize critical competencies and decide if there is enough time to develop staff internally for potential vacancies, or if targeted recruiting is adequate.
Action Steps	<ul style="list-style-type: none">• Identify new skill sets required as a result of program changes or technological advancements by September 2010.• Actively pursue external training opportunities and programs to include those addressing technology changes. (dependent upon available funds)• Implement mentoring programs matching seasoned employees with new employees.• Whenever possible, try to develop management internally by always trying to place lower level staff on development paths to prepare them to move into jobs with higher level skill requirements.• Conduct an assessment of the level of risk facing the agency regarding the potential loss of knowledge at each position.• Develop strategies to ensure that knowledge is retained by promoting the transfer of knowledge as a corporate value.

Gap	<ul style="list-style-type: none"> • <i>ECPTOTE cannot attract and retain the right employees for the job.</i>
Goal	Become an employer of choice.
Rationale	<p>Finding and developing a workforce is a major challenge, and should be recognized as a major priority of the agency. If the agency is to recruit and retain the right workers in the right jobs at the right time, the ECPTOTE must recognize there is a competitive market for good workers and take the appropriate actions to obtain them and retain them. The agency will focus on rewarding exceptional performance, providing a structured approach to staff development, and creating a culture that supports innovation and excellence.</p>
Action Steps	<ul style="list-style-type: none"> • Develop and implement pay for performance plan (merits when, and only when deserved and funds available). • Utilize pay incentives, where appropriate, to attract and retain staff. • Adjust salaries within assigned pay ranges for employees in positions that are critical functions. Accept higher turnover rates in less skilled positions. • Create programs that allow employees who are seeking new challenges to work on special projects, rotations, and/or developmental assignments; e.g. cross-training in other areas through reassignment. • Remove employees who cannot or will not meet the standards of their jobs.

Attachment 1: ECPTOTE Organizational Chart



**Attachment 2: Workforce Summary Document Prepared by State Auditor's
Classification Team**

533 - Executive Council of Physical and Occupational Therapy Examiners

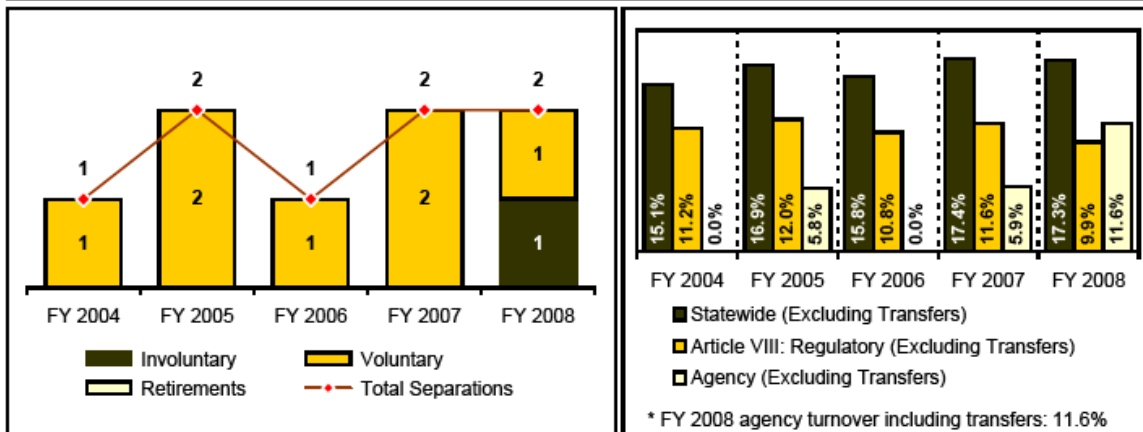
Workforce Summary Document Prepared by the State Auditor's Office Classification Team

State Classification Team Observations

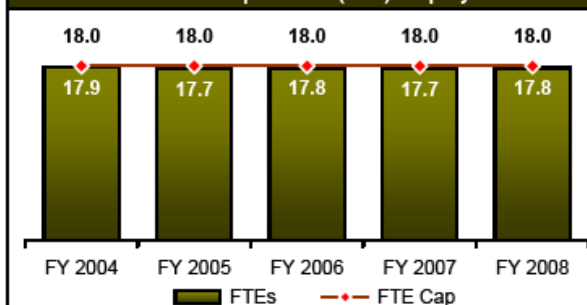
Based on a review of agency statistics and related information, the following items are worth noting:

- Excluding interagency transfers, turnover within the agency (11.6 percent) was lower than the state average (17.3 percent) and higher than the average of Article VIII agencies (9.9 percent) during fiscal year 2008.
- The agency's full-time equivalent employee (FTE) cap remained unchanged since fiscal year 2004.
- The agency's overall score of 3.94 on the Survey of Organizational Excellence in 2008, which is a survey instrument that measures employees' workplace satisfaction and employees' perceptions of the effectiveness of the agency, was a decrease from the previous year and was higher than the State's overall score of 3.63 and higher than the average of Article VIII agencies (3.70).
- Pay for employees in Salary Schedules A and B is distributed throughout the entire pay range.
- 75 percent of the agency's employees are 40 years of age or older.
- 75 percent of the agency's employees have 5 or more years of tenure with the agency.
- Classification Compliance Audits:
 - The agency has not had any positions within the scope of recent classification compliance audits.

Employee Turnover



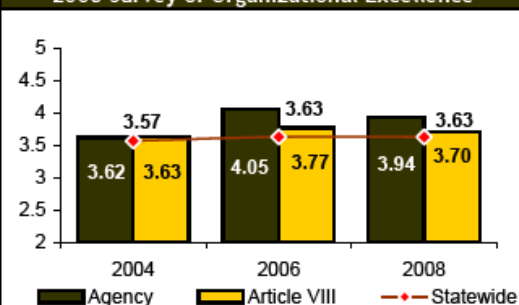
Full-Time Equivalent (FTE) Employees



Percentage Below/Above FTE Cap

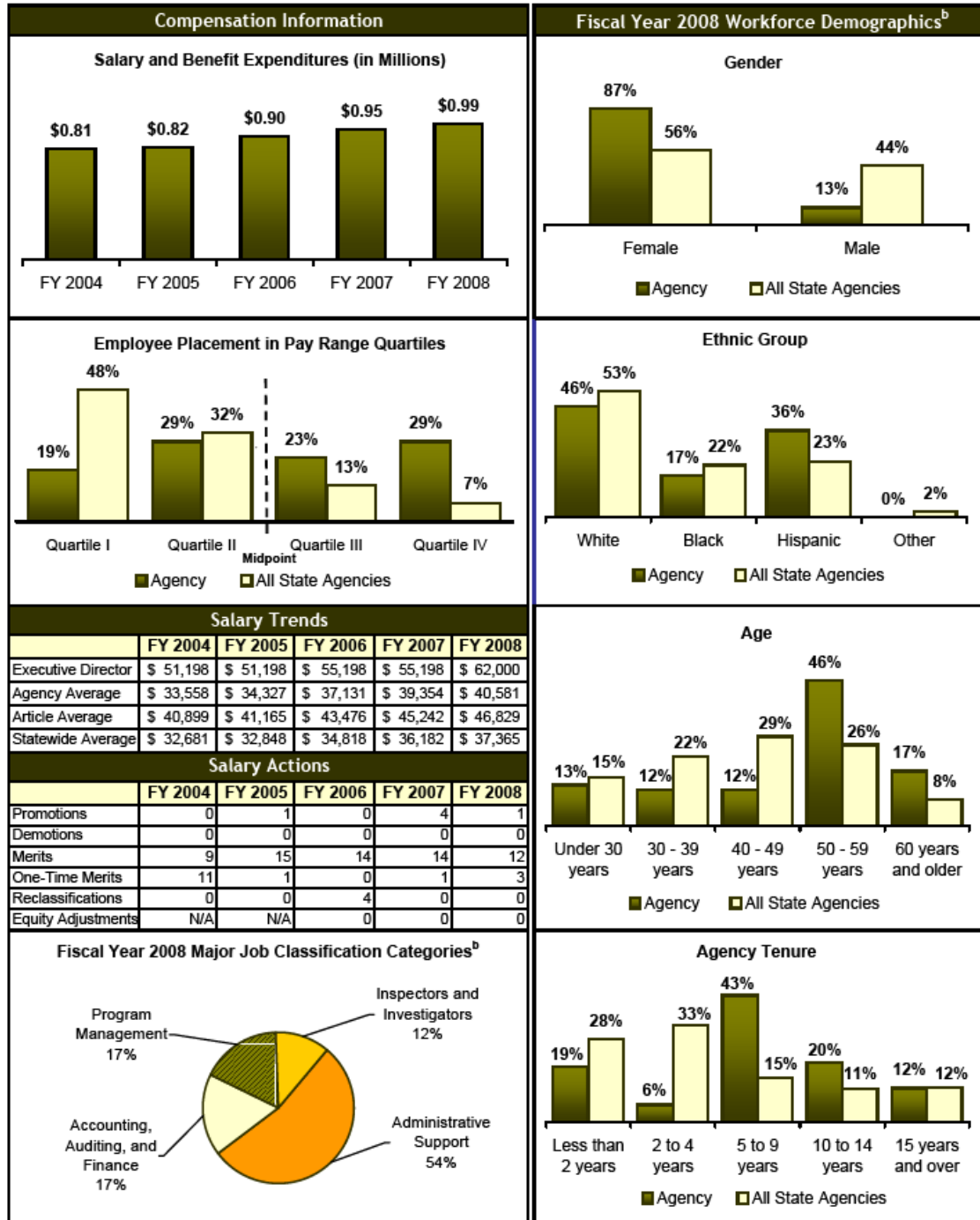
FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
-0.6%	-1.7%	-1.1%	-1.7%	-1.1%

2008 Survey of Organizational Excellence^a



Agency highest scoring survey areas for 2008: Quality, Job Satisfaction, and Time and Stress. Agency lowest scoring survey areas for 2008: Fair Pay, Team Effectiveness, and Holographic.

**Attachment 2: Workforce Summary Document Prepared by State Auditor's
Classification Team
(cont.)**



^a Survey of Organizational Excellence, the University of Texas at Austin. Scores range from 1 to 5 with 5 being the highest and 1 being the lowest.

^b Percentages in graphs may not sum to 100 percent due to rounding. Workforce demographic and major job category information includes classified regular full-time and part-time employees. Demographic data may appear skewed for agencies with fewer than 50 employees.